

WORK-LIFE INTEGRATION AND EMPLOYEES' COMMITMENT IN NIGERIAN BOTTLING COMPANY PLC, IKEJA PLANT, LAGOS

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Abstract

In the business world today, virtually all organizations are battling with the issue of attracting, retaining and motivating talented workforce. To cope with this, business organizations that want to remain competitive should build and sustain a positive alignment of work life and family/social life of employees. Employees' commitment is a major challenge that organizations (public and/or private) are faced with today. Retaining competent employees remains a huge source of concern for management. This study examines the effects of work-life integration on employees' commitment with Nigerian bottling company Plc Ikeja Plant, Lagos as a case. The specific objectives were to: assess how spouse support influence employees' productivity and investigate the effects of peer support on employees' emotional attachment. This research employed survey research design where-in the total number of employees of Nigerian bottling company Plc Ikeja plant Lagos which were 1526 as at September, 2025 and using Taro Yamane (1967) sample size determination formula, a sample of 317 was studied. Test of hypotheses was done with the help of using Ordinary Least Square [OLS] method of regression at 0.05 alpha level. The study then conclude that there is a significant influence of work-life integration on employees' commitment. This indicates that work-life integration measured by spouse support and peer support significantly influence employees' commitment having statistical significance with productivity and emotional attachment. The study recommends among others that employees of Nigerian Bottling Company Plc, Ikeja Plant, Lagos must enjoy a great deal of family support in all ramifications in a manner that helps in realizing firm's objectives by improving employees' productivity and also management of Nigerian Bottling Company Plc, Ikeja Plant, Lagos must ensure that employees enjoy harmonious working relationship so as for them to show great commitment and be emotionally attached to their work schedules.

Keywords: *Work-life integration, Employees' Commitment, Spouse Support, Peer Support, Employees' Productivity, Employees' Emotional attachment.*

Introduction

It has been noted that employees who have families experience an issue called work-life integration. The challenge of aligning work and family life is an emerging issue for employees and employers. Hapsari, (2025) opined that work-life integration has become increasingly important in the time of remote and hybrid work systems. He further observed that technological flexibility enable employees to coordinate work tasks with personal obligations more effectively, hence improving psychological wellness and firm's attachment. In the same vein, employees' commitment is described as psychological attachment, loyalty, and employees' willingness to be at their best in the discharge of their tasks. It indicates the degree to which the workforce identify with organizational values and goals (Steffens et al, 2023). In recent times, Nigeria has gone through several diversities in the economic, work and social domains. In economic domain, excessive inclusion of women in to the labour market and global

market competition are two major phenomena, whereas, in the work domain, higher concern for increased productivity, working beyond the regular eight (8) hours, increased application of technology and increased number of women employed and promoted as managers are four glaring phenomena. Lastly, in the social domain, the main changes are found in the increased number of career couples and increased number of nuclear families. The identified phenomena/changes in the three domains mentioned above results in increasing the difficulty of aligning work and family life (Ugo, Akpo & Atare, 2024).

Sullivan et al, (2025) asserted that career support from spouses significantly reduces employees' burnout and improves work-life integration satisfaction, both of which are important predictors of productivity. If work-life integration does not exist, imbalance resulting in acrimony between work life and family life will ensue. Imbalance sets in when work life and family life disagree with each other due to staying longer at work, and the inability to satisfy family commitment or to spending enough time at home resulting in failure to execute tasks at work (Xiaoyan, Mao, Yidan, & Zhenzhen 2026).

Peer support is described as emotional, social, informational and professional assistance employees receive from colleagues or co-workers within the organization. It involves interactions occasioned by trust, cooperation, empathy, encouragement and mutual understanding among employees (Tews et al, 2020). Locke, (2020) described work-life balance as the employee's ability to cope with both paid work and personal life efficiently. To manage both domains effectively rests on the mechanisms put in place by both the employers and employees. As a consequence, Lockwood, (2016) posited that management should more often than not, improve the quality of life of employees together with their families' so as enhance the quality of work they do. This informs the need for competitive businesses to promote work and family combination in order to secure workers' commitment.

Ugo, (2024) argued that the connection between work-life balance and employee commitment is measured by the extent to which employees are able to align work activities with social/family activities in a manner that will make them contented with their work.

Henry (2024) asserted that when employees are able to effectively manage family obligations, social interactions, leisure activities and work demands, they are bound to exhibit stronger commitment to organizational goals. He further contrasted this view by noting that employees who experience poor interaction between work and personal life often suffer from emotional imbalance, undue stress, and low morale all of which negatively affect employees' productivity and commitment. Similarly, Anusuya (2022) argued that work-life integration policies such as flexible work arrangements, remote work systems, family-supportive practices and employees' wellness initiatives contribute significantly to employees' commitment and organizational effectiveness.

Research Objectives

The basic objective of this study is to assess the effects of work-life integration on employees' commitment in Nigerian Bottling Company Plc., Ikeja Plant, Lagos. The precise aims are to;

- i. Ascertain if spouse support influence employees' productivity in Nigerian Bottling Company Plc, Ikeja Plant, Lagos
- ii. Determine the effects of peer support on employees' emotional attachment in Nigerian Bottling Company Plc, Ikeja Plant, Lagos

Research Hypotheses

- H₀₁;** Spouse support has no significant influence on employees' productivity in Nigerian Bottling Company Plc, Ikeja Plant, Lagos
- H₀₂;** Peer support has no significant effects on employees' emotional attachment in Nigerian Bottling Company Plc, Ikeja Plant, Lagos

Conceptual Clarifications

Work-life integration is seen as the state of sanity where individual employee prioritizes the requirements of his career and the dictates of his personal life. Lateef and Deborah, (2024) opined that work-life integration is said to be rational when it has divergent positive effects, lower risk of boredom, less stress and huge sense of well-being that benefits both the employers and employees. He stressed further that employer who place premium on creating enabling working atmosphere for their employees can greatly minimize costs, reduce incidences of absenteeism/turnover and enjoy a more loyal and productive workforce.

McFalland, (2018) stated that cultural traditions in Nigeria placed high premium on family procreation. An employee with his family and children is always valued and so all employees and social/family life. Work-life disagreement can cause a number of abnormal outcomes such as burnout, decrease in mental well-being, worsening relationships and work-life dissatisfaction.

Rantanam, (2021) described work-life integration as the rate at which an employee is engaged-in and satisfied-with his/her work and family roles. Nelson, (2015) argued that achieving work-life integration involves a happy equilibrium in a manner that an employee can meet the responsibilities of both work and social/personal live.

Sanusi, (2024) defined work-life integration as the management of work and social spheres of life devoid of undue stress/frustration. Also, work-life integration is seen as the extent to which an employee satisfies the requirements resulting and responsibilities arising from his/her employment and family (Opatha, 2017).

Sub-variables of work-life integration include but not limited to the following;

- i. Spouse support
- ii. Peer support

Employees' Commitment

Once an organization is able to attract and retain the right talents and is also able to provide them with comfortable work atmosphere, employee commitment is assured. Anusuya et al (2024), described employees' commitment as the rate at which the employees feel dedicated/loyal to their organizations. Meanwhile, organizations take cognizance of employee commitment due to its tendency of taking away withdrawal behaviors, such as lateness, absenteeism and turnover. Fabian et al (2023), noted that employee commitment is imperative because employees with a high sense of dedication to work are less likely to put forth negative and more willing to give their best at all times.

Also, employees' commitment is a kind of an emotional attachment to, and involvement with an organization. Employee commitment is a bond between the employees and the organization such that employees want to continue serving the organization and helping it achieve its objectives (Murray, 2018).

Variants of employees' commitment are as follows;

1. Employees' Productivity
2. Employees' Emotional attachment

Methodology

The study employed a survey research design. The total population comprised of one thousand five hundred and twenty five (1525) members of staff drawing from casual staff, middle level supervisors and managers of Nigerian Bottling Company Plc, Ikeja Plant, Lagos, Nigeria. Meanwhile, Taro Yamane (1967) formula was employed to arrive at a sample of 317 respondents. The respondents were contacted to get useful data/information for this work by administering a well-structured questionnaire. However, of the 317 copies of the questionnaire, 93% representing 296 copies were filled correctly and returned. The data so gathered was analyzed with the help of ordinary least square (OLS) method of regression. A 5 point Likert rating scale was employed to classify responses within the range of 5 point – strongly agreed down to 1 point – strongly disagreed to elicit requisite information from the respondents. In this study, the indicators of both the independent and dependent variables are; spouse support and peer support as well as employees' productivity and employees' emotional attachment respectively.

Data Presentation and Analyses

Testing Hypotheses I

Table 1: Results of the influence of Spouse Support on Productivity.

Model	Unstandardized coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
1. (Constant)	13.032	.520		21.20	.000
Spouse Support	.593	.087	.895	6	.000
				7.812	
a. Dependent Variable: Productivity					
b. $R = 0.895$ $R^2 = 0.801$ $F = 47.617$ $DF = 352$					

Source: Researchers' Computation, 2026.

Table 1 shows that productivity = 13.032 when other variables are same. Productivity increases by 0.593 when spouse support improve by one unit, if other variables remain unchanged. However, the result indicates that spouse support has significant influence on productivity since $p\text{-value} = 0.000 < 0.05$ ($B=0.895$, $t\text{-value}$ 7.812, $p < 0.05$) and when $p\text{-value} < 0.05$, the null hypothesis which argued that spouse support has no positive influence on productivity is thus rejected, then the alternative hypothesis which seem positive is accepted.

This shows that if organizations align work life and family life, there will be 89.5% improvement on employees' readiness to put forth their best. In other words, employees will be happy and contented working in career advancement prone settings.

The result indicates that there is a positive influence of spouse support on productivity. This outcome supported the findings of Xiaoyan (2026), who maintained that there is a significant

relationship between spousal work engagement and employees' productivity which undoubtedly impact organizational performance.

Hypothesis II

Table 2: Results of the Effect of Peer Support on Emotional Attachment.

Model	Unstandardized coefficient		Standardized Coefficients	T	Sig.
	B	Std. error	Beta		
1. (Constant)	8.042	.230		17.576	.000
Peer Support	.421	.034	.836	7.682	.000
a. Dependent Variables: Emotional attachment b. R = 0.836 R² = 0.699 F = 38.294 DF = 371					

Source: Researchers' Computation, 2026.

Table 2 above holds that peer support = 8.042 if other variables are unchanged. Emotional attachment increases by 0.421 when peer support improve by one unit, and other variables are consistent. Meanwhile, the result shows that peer support has significant influence on emotional attachment since p-value = 0.000 < 0.05 (B=0.836, t-value 7.682, p < 0.05), and if p-value < 0.05, reject the null hypothesis which argued that peer support has no significant impact on emotional attachment, thus accept the alternative hypothesis. This indicates that when organizations allow for peer support, there will be 83.6% improvement in employees' emotional attachment to their duties. In other words, employees are happy working under reasonable peer support plan hence increasing commitment.

The test result shows that peer support has a positive impact on emotional attachment. This outcome is in line with the findings of Ugo (2024), who noted that flexible work schedules and supportive work conditions positively influences employees' emotional attachment.

Discussion of Findings

From the above, it was revealed that employee commitment measured by productivity and emotional attachment significantly correlate with work-life integration measured by spouse support and peer support. It then indicates that productivity and emotional attachment improves when spouse support and peer support are well in place. It was also found that the two hypotheses have strong correlation based on the values of their results of 0.895 and 0.836 respectively.

From the tested hypothesis one, it was shown that there is a positive influence of spouse support on productivity which warranted the rejection of the null hypothesis that stated otherwise. This outcome supported the findings of Xiaoyan (2026), who maintained that there is a significant relationship between spousal work engagement and employees' productivity which undoubtedly impact organizational performance.

From the tested hypothesis two, shows also that there is a positive impact of peer support on emotional attachment which necessitated the rejection of the null hypothesis that stated otherwise. The result falls in line with findings of Ugo (2024), who noted that flexible work schedules and supportive work conditions positively influences employees' emotional attachment.

Conclusion and Recommendations

The study is sacrosanct since businesses today are trying all means to be certain that employees are at their best and this is realized when business organizations sustained strong peer support, employee satisfaction and by sustaining an all-time career progression plan hence, increasing employee commitment on the job and thereby resulting in higher productivity.

Findings of this study indicates significant impact of work-family integration on employee commitment which glaringly shows that effective work-life balance ranging from spouse support to peer support positively enhance employee commitment which ranged from productivity to emotional attachment. Therefore, judging from the objectives earlier on stated, the study concludes that effective work-life integration has significant effect on impacting employee commitment. In fact, from the above analyses, spouse support was found to positively affect productivity while peer support on the other hand, has higher positive correlation with emotional attachment.

The study recommends based on its findings that:

- i. Employees of Nigerian Bottling Company Plc, Ikeja Plant, Lagos must enjoy a great deal of family support in all ramifications in a manner that helps in realizing firm's objectives by improving productivity.
- ii. Management of Nigerian Bottling Company Plc, Ikeja Plant, Lagos must ensure that employees enjoy harmonious working relationship so as for them to show great commitment and be emotionally attached to their work schedules.

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